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AUTHOR Seymour, Daniel, Ed.; And Others
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ABSTRACT

This publication provides research-based discussion in 20 chapters of possible extension of the Malcolm Baldrige National Quality Award to honor high performing colleges. Chapters are organized into two volumes, the first exploring a broad range of issues from a scholarly point of view and the second emphasizing the practical application of a Baldrige self-assessment to a college or university. The chapters for Volume I are: (1) "Introduction: Another Paradigm, Another Plan" (Daniel Seymour); (2) "A Baldrige Scorecard: Aims Achieved and Lessons Learned" (John R. Barker and Daniel Seymour); (3) "The Baldrige as an Award and Assessment Instrument for Higher Education" (Reid Johnson and Daniel Seymour); (4) "Baldrige Barriers" (Daniel Seymour and Satinder K. Dhiman); (5) "Leadership: The Driver of the System" (Linda M. Thor); (6) "Information and Analysis; Managing by Fact" (Valerie Broughton and Linda Deneen); (7) "Strategic and Operational Planning: The Glue of the System" (Gloriana St. Clair and Ronald F. Dow); (8) "Human Resource Development and Management: Helping People Grow" (Kathleen A. O'Brien, William McEachern and Elizabeth A. Luther); (9) "Educational and Business Process Management: The Work of Work Flows" (Susanna B. Staas and Mary Ann Heverly); (10) "School Performance: Making Things Happen" (Susan G. Hillenmeyer); (11) "Student Focus and Stakeholder Satisfaction: Expectations and Requirements" (Gary M. Shulman and Marian L. Houser); (12) "What Accreditation and the Baldrige Can Learn from Each Other" (Thomas E. Corts, and others); (13) "The View from the Top: Accountability and Improvement" (Jon A. Hittman); (14) "The Baldrige and the Board" (Eugene R. Smoley, Jr.). The titles for Volume 2 are: (1) "The Malcolm Baldrige Criteria: A Structure for Converting Universities into Genuine Learning Organizations" (Dean L. Hubbard and Joseph E. Gilmour); (2) "Pilot Application and Feedback Report" (Northwest Missouri State University and Stan Harger); (3) "Conducting a Baldrige Self-Assessment: Hometown College's Call to Action" (Julie E. Horine and Susan vonHake Stuntebeck); (4) "Quality

Leadership: An Empirical Test of the Baldrige Framework" (Bradley A. Winn); (5) "Learning from the Learners: A Study of Baldrige Users" (Linda James and Daniel Seymour); (6) "Piloting the Baldrige: Observations and Impressions from Nine Institutions" (Daniel Seymour). Appendixes to each volume contain background information on the award's "Education 1995 Pilot Criteria." Each volume also includes an index and author biographies. (Individual chapters often contain references.) (JB)

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